

 <p style="text-align: center;">Council Communication Office of the City Manager</p>	Date:	April 6, 2015
	Agenda Item No.	32
	Roll Call No.	<u>15-0592</u>
	Communication No.	<u>15-182</u>
	Submitted by:	Carl Metzger, Deputy City Manager

AGENDA HEADING:

Recommendation to accept proposals from and award contract to Lyle Sumek Associates, Inc. (9 Flagship Court, Palm Coast, Florida) for Governance and Strategic Planning Workshops, services and expenses, for an amount not to exceed \$45,000; additionally, authorize the City Manager to execute the contract with Lyle Sumek Associates, Inc. for 2015 strategic planning services.

SYNOPSIS:

It is a shared priority of the City Council and the City Manager to update the City of Des Moines Strategic Plan. The last comprehensive revision of this plan was made in 2006. The Mayor and the City Council expressed an interest in developing a strategic planning process that would clarify the City Council’s vision for the community and provide a clearer and more focused course of direction to City staff. The Mayor, the City Council, and the City Manager have agreed to use an outside consultant to facilitate the process. The City Manager has determined that good cause exists to forgo procurement procedures and hire Lyle Sumek Associates, Inc. The City Manager’s Office, Legal Department, and Human Resources have vetted other providers and believe choosing Mr. Sumek offers the City the best chance at success in prioritizing our goals and producing a work plan that can be achieved. Mr. Sumek has unmatched experience in working with local government officials, including many from Iowa.

FISCAL IMPACT:

Amount: Not to exceed \$45,000 for consulting services, fees and expenses.

Funding Source: Citywide Training/Benchmarking Fund: ND 4720-409732, page 127

ADDITIONAL INFORMATION:

Recommendation and Strategic Planning Process

A consultant recommendation is now ready for City Council action. Lyle Sumek Associates, Inc. is recommended to facilitate and lead the City Council’s 2015 strategic planning process. Mr. Sumek has extensive experience working with local elected officials in the areas of leadership, strategic planning and team building, and aligning the corporate culture. Currently, he works with the Iowa communities of Dubuque, Bettendorf, Clive, and Waukee, as well as Moline, IL, Fort Lauderdale, FL, Sugar Land, TX, and Virginia Beach, VA, among others.

Mr. Sumek will engage the Mayor, the City Council, the City Manager, and senior City staff, in a series of three (3) scheduled workshops, covering governance and strategic planning. The purpose, location, and date(s) of these sessions follow:

Leadership and Governance Workshop, World Food Prize Building, June 10, 2015
(9 am-5 pm)

Working with Mr. Sumek, the Mayor, the City Council, and the City Manager focus is on creating a culture of strategic governance. Outcomes of this workshop include:

- To build the work relations among the Mayor, the City Council, and the City staff.
- To develop the capacity of the Mayor and the City Council as the “Board of Directors” as they develop policies, make decisions, determine direction, and solve problems.
- To define what a successful working relationship would look like and what image that the Mayor and the City Council would like to have in the community.
- To establish an agreed upon operating protocol, guiding Mayor, City Council, City Manager, and City Attorney interaction on a day-to-day basis.

Strategic Planning Workshop #1, Greater Des Moines Botanical Center, July 8-9, 2015
(9 am-5 pm)

Working with Mr. Sumek, City staff focus on gathering information for the Mayor and City Council Workshop. Outcomes of this workshop include:

- To review accomplishments from the past year.
- To focus on vision, mission, and direction for the City of Des Moines.
- To identify topics for the Mayor and City Council Workshop.

Working with Mr. Sumek, the Mayor and the City Council discuss keys to city success. Outcomes of this workshop include:

- To identify realities for 2015 (for cities in general and for the City of Des Moines).
- To develop the Strategic Planning Model for the City of Des Moines.
- To review 2014 performance.
- To articulate a vision for the City of Des Moines’ 15-year planning horizon.
- To define the City of Des Moines mission and core services.
- To formulate an initial draft of the City of Des Moines 2015-2020 Plan, including goals and objectives.

Strategic Planning Workshop #2, Richard A. Clark Municipal Services Center, August 26-27, 2015
(TBD)

In the final part of the process, the City Council and senior City staff meet again with Mr. Sumek for the purpose of developing an action document for the upcoming year that sets forth specific projects and programs that further the Plan.

Following the City Council’s annual strategic planning workshops, a new work program incorporating the above ideas and more is developed to establish the short-term policy and management agendas for the upcoming year.

Final Report

As a follow-up to the Workshops, Mr. Sumek prepares a group of summary reports for the Mayor, the City Council, and the City Manager. These reports make up the new Strategic Plan and become working documents for next year.

Strategic Planning Overview

Comprehensive strategic planning efforts are not new to the community. Des Moines' representatives have been at the core of "Capital Crossroads" the regional strategic vision plan, "The Tomorrow Plan", the "DART Forward 2035 Transit Services Plan", "Mobilizing Tomorrow", and "Healthy Polk 2020". Many of Des Moines elected and appointed City officials served on one (1) or more of the planning teams responsible for guiding these projects to completion.

Capital Crossroads and *The Tomorrow Plan* are closely aligned and complementary initiatives. Although the plans cover different geographic areas and time frames, they recognize the importance of sustaining a strong Des Moines. Many of the goals and strategies identified in these plans may be coordinated with the City's strategic planning process in areas such as neighborhoods, public safety, planning and land use, transportation and infrastructure, economic development, regional cooperation, finance, environmental health, individual health and wellbeing, and technology. The linkage between these regional blueprints for the future and the Des Moines Strategic Plan should sustain the critical partnerships and relationships that will make the new Des Moines Strategic Plan a reality.

Other implementation efforts and plans such as *Plan DSM*, the City Capital Improvements Plan, the City's Operating Budget, the 2020 Community Character Plan, the Zoning Ordinance, development and redevelopment plans, and the bi-annual Resident Satisfaction Surveys, will assist the Mayor, the City Council, and the City Manager as they work together to think about the future and create a vision.

How is the vision transformed into reality? Through Strategic Planning, a dynamic and continuous process, elected officials and management forge results through essential teamwork, decisive leadership and disciplined actions. As a result things happen that would not otherwise happen and things are prevented from happening that might ordinarily occur. It is getting people to work together to achieve common goals and objectives.

Looking forward, what can we expect to get out of strategic planning? New management and the City Council have a common goal of wanting our budget to be data-driven and aligned with our strategic thinking and actions. The strategic planning process should have another outcome—identification of what major challenges and forces might change the City of Des Moines' future. Another especially relevant benefit of the strategic planning process is to stay on task with *Plan DSM* and continue addressing future needs. Perhaps, most critical to the success of this project, is the Council-Manager work program, developed through a series of highly transparent public discussions between elected officials and staff. Public participation does not occur at this juncture. An effective process for citizen input—called "Citizen Summit"—is designed to allow public input by written comments, small focus group discussion or large focus group discussion. The Mayor and the City Council invite 7-10 individuals to attend. This results in public input being received prior to finalizing the strategic plan.

Council Workshop Presentations

In preparation for the July 8 and 9, 2015 Strategic Planning sessions, time is being set aside during upcoming City Council Workshops for staff presentations on what major challenges and forces might change our organization's future. Our goal is to provide the Mayor and the City Council with examples of central themes that define the main focus of the City, offer practical assessments of changes about to happen, and describe a methodology to cope with systemic change and help make sound decisions. This is the starting point of a forward looking process enabling local elected officials to formulate high-level goals, make critical decisions, take actions and achieve results.

PREVIOUS COUNCIL ACTION(S): NONE

BOARD/COMMISSION ACTION(S): NONE

ANTICIPATED ACTIONS AND FUTURE COMMITMENTS:

Accept and approve Des Moines Leadership and Governance Guide 2015 (Fall 2015).

Accept and approve Des Moines Strategic Plan 2015-2020-2030 Final Reports (Fall 2015).

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